

Chapter Eight • Community Facilities, Public Utilities, and Government Services



Chapter 8

Community Facilities, Public Utilities, and Government Services

Introduction

Public services are an integral component of a healthy community structure. They support existing and future development and contribute to the health, safety, education, and welfare of citizens and businesses in the community. Public services include government services, such as schools, library services, public safety and public works. Utility services include road construction and maintenance, traffic signalization, building permits and inspections, water, stormwater, sanitary sewer, and waste disposal. Parks and recreational facilities are described separately in the [Parks, Open Space and Recreation](#) Chapter of this document.

City government services are available at several locations in the City. The City's administrative offices, General District Court, Sheriff's Office, and Police Department are located in City Hall at 300 Park Avenue. Station 6, the Arlington County/Volunteer Fire Department, which serves Falls Church and parts of Arlington and Fairfax Counties, is located at 6950 Little Falls Street. Other available facilities include the Cherry Hill Farmhouse and Barn, an historically significant structure, which has been renovated and is used for receptions and meetings. The nearby Community Center houses the Recreation and Parks administrative offices, the Senior Center, several rooms for community use, and basketball courts. The Mary Riley Styles Public Library is located across from City Hall and Cherry Hill Park at 120 North Virginia Avenue.

To house its operational functions, the City owns a property yard, transfer site, salt storage facility, recycling center, six water pumping stations, and nine water storage facilities. In addition, the City owns three school sites that house a total of four schools: two elementary schools and one middle school/high school. A fourth school building to create a separate middle school was completed in 2005.

This chapter describes the services that the City provides and the public facilities that it operates ranging from schools to the City's water utility. The chapter also describes how the City can continue to maintain an excellent level of public service. Included in this discussion is the City's capacity to expand certain services as needed as it grows. Regional homeland security is also discussed in this section.

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Government Services

Educational Facilities and Resources

Falls Church was founded as an independent city in 1948. Since that time, the City has succeeded in creating a highly acclaimed public school system.

The Falls Church City School Board supervises the Falls Church City Public School System. Board members are residents of the City who are elected and have full authority to govern the operation of the school system. The Board does not have the authority to levy taxes or to incur debt. The Board appoints a superintendent to serve as its administrative officer.

The Falls Church school system consists of four schools to which students are assigned by grade level. Mount Daniel Elementary School serves all kindergarteners and first graders in the City. Thomas Jefferson Elementary School serves all second through fifth graders. Mary Ellen Henderson Middle School serves grades six through eight, and George Mason High School serves grades nine through twelve. An addition to the Mt. Daniel elementary school is also being considered. Click here to view a [map](#) of the City schools.

Falls Church City maintains a small, inclusive independent school system that provides rigorous academic and multifaceted extracurricular programs to all students in a safe and nurturing environment. For the past four years George Mason High School has been listed as the "most challenging" public school in the area by the Washington Post. In 2002 Mount Daniel Elementary received the Exemplary Reading Program Award presented by the International Reading Association and the Virginia State Reading Association. All of the City's schools are accredited by the Virginia State Board of Education.

The Falls Church City Public Schools' student body membership has grown from 1,464 in school year 1995-96 to 1,867 in school year 2004-2005. There is an average of 144 students per grade (range of 110-178) and a class size of 18-24 students. Approximately 24 percent of the students are minorities and approximately six percent speak English as a second language. Approximately one percent of students who live outside of the City pay tuition to attend Falls Church City schools. The majority of these students are enrolled in grades 9 through 12.

In addition to the 155 classroom teachers, the Falls Church City school system also employs librarians, guidance counselors, technology specialists, psychologists, specialists for the education of the gifted and students with special needs, and speech and language pathologists. The average student/teacher ratio is 14 to 1. The Falls Church school system provides a variety of special

programs including special education, gifted and talented, and English as a Second Language (ESL). The Office of Community Education also offers extended day care, adult basic education, and high school credit, as well as evening, weekend and summer enrichment courses for children and adults.

Library

The City of Falls Church operates its own public library, the Mary Riley Styles Public Library, which is located at 120 North Virginia Avenue. The library is charged with providing superior public library services that are responsive to the educational, informational, recreational, and cultural needs of the citizens of Falls Church. By reciprocal agreement, Falls Church citizens may also use library facilities in Arlington, Fairfax, Loudoun, and Prince William Counties and Alexandria City in Virginia; Prince Georges and Montgomery Counties in Maryland; and the District of Columbia. Falls Church facilities are similarly available to citizens of those jurisdictions. The total population served by the Falls Church library system is approximately 20,000, including service extended reciprocally to the residents of neighboring jurisdictions.

The library houses just over 115,000 books as well as 7,000 paperbacks in the browsing collections; 256 magazine titles; 14 newspaper titles; 3,900 titles on audio cassette; 1,971 compact discs; 4,878 video cassettes; 1,210 DVDs; 6,000 photoprints; 20,000 photonegatives; and 300 historical maps. It has an online public access catalog available at the library and by dialup. Many online informational resources are provided on a local area network with thirteen public workstations that include public access to the Internet. The Virginia Room also houses a valuable collection of local historical information.

Library patrons enjoy an increasing number of services that result from added technology: self-checkout service, patron and circulation records, and an online catalog of library holdings. Patrons can also reserve items in the collection or access their own records at terminals in the library or through the library's Internet website: www.falls-church.lib.va.us. The library operates a local area network with online informational databases. Patrons may use a digital scanner in the Local History room to scan photographs from the collection and children may utilize educational CD-ROM programs on PC workstations. The library is also one of the first public libraries in the nation to use radio frequency identification smart tags and equipment to manage the collection.

Public Safety

Police Services

The Falls Church Police Department is a full-service law enforcement agency staffed by 33 sworn police officers and 17 civilian personnel. The Department is structured with two functional divisions: the Services Division and the Operations Division. The Services Division is primarily responsible for planning, implementing, and evaluating public safety programs, and providing effective management direction and control of the law enforcement division. Additional responsibilities include conducting crime prevention programs in the schools, businesses and residential community, and conducting educational programs in the City schools on drug awareness, bike, vehicle, and personal safety. Building inspections is now under the supervision of the Chief of Police. This Division provides plan review, inspections, and code enforcement of development activity to ensure the health and safety of the public. The primary Police station is located within City Hall, although a satellite facility is located in the Eden Center, and a student resource officer is stationed at George Mason High School.

The Operations Division provides 24-hour police coverage including routine checks of residences and businesses, preliminary and follow-up investigations, enforcement of state and local criminal and traffic laws, and the provision of animal control services.

The Police and City Management have also become involved in local and regional emergency planning related to the Homeland Security Initiative. Regular communications occur between the Police, City General Managers, other local jurisdiction officials, and Homeland Security Officials. In addition, the City has created the "City of Falls Church, Virginia 2004 Emergency Operations Plan" and has designated the Community Center as an emergency shelter for residents.

The Sheriff's Office is a constitutional office of the Commonwealth of Virginia and is comprised of a full-time sheriff, who is elected every four years; two full-time deputies; five part-time court security deputies; and eleven auxiliary deputies. The Office provides court security for the General District Court, Juvenile Court, and Domestic Court. The Sheriff's Office also serves legal notices and zoning violations for the City. In addition, the Office provides information to the Housing and Human Services Department on upcoming evictions and indigent persons and is responsible for the internment of unidentified persons.

Court System

The Falls Church court system includes the General District Court and the Juvenile and Domestic Relations Court, and is part of the 17th Judicial District. The General District

Court has two divisions: Civil Court and the Traffic and Criminal Court. The Civil Court handles civil cases involving not more than \$10,000 and meets the second and fourth Wednesdays of the month in City Hall. The Traffic and Criminal Court meets on Wednesdays in City Hall.

The Juvenile and Domestic Relations Court hears all cases involving children under 18 years of age who are charged with or are the victims of crimes and other violations of the law in Falls Church. This court also hears petitions for custody and support as well as any charge made by one member of a family against another. The court convenes in City Hall on the second and fourth Tuesday of each month.

Circuit Court and Court of Appeals cases are heard in Arlington County. The City contributes funds towards the maintenance and expansion of the Arlington County judicial and criminal facilities that it utilizes.

Fire and Rescue

Station #6 of the Falls Church Volunteer Fire Department and Arlington County Fire Department's is located at 6950 Little Falls Street. This station is chartered to provide fire and rescue services for the residents of the City of Falls Church and neighboring communities in Arlington and Fairfax Counties. The City of Falls Church is the center of the Department's response area.

Although the role of the Fire Department has changed over time with the growth of the region and the expansion of career firefighting forces in Arlington and Fairfax, the volunteer members remain committed to providing personnel, administrative support, equipment, and a fire station to assist in the delivery of fire and emergency medical services. Arlington County firefighters staff Station #6 on a full-time basis, while the City of Falls Church provides financial assistance and equipment to the facility. Volunteers also assist in firefighting.

Public Works, Building, and Utility Services

The Department of Environmental Services (DES) houses all public works and public utility functions for the City. This department provides a variety of the day-to-day services to residents including refuse collection, brush collection, leaf collection, special pickups, recycling, street construction and maintenance, drainage system maintenance, street cleaning, traffic flow, and maintenance of City vehicles. A fee is charged for brush collection and special pickups. Other functions include building plan review and building and erosion and sediment control inspections. Zoning review and zoning inspections are completed by the Zoning Division and fire inspections are completed by the Arlington County Fire Marshal.

The Public Utilities Division of DES is responsible for the operation of a small sewage collection system serving

the City, as well as a much larger water distribution system, which serves the City as well as a large area of Fairfax County. The water system distributes water to over 34,000 connections and more than 130,000 people in a 33 square mile area. The Public Utilities Division also provides sewer service to approximately 3,500 homes in the City and 630 homes adjacent to the City's boundaries. Both the water and sewer utilities were established as individual enterprise funds, independent of the City's General Fund and entirely dependent upon revenues generated by utility fees.



The City does not operate a water treatment plant, but rather purchases treated water from the US Army Corps of Engineers. The City transports the purchased water from the Dalecarlia Plant in Maryland to Virginia where it is distributed for resale to retail and wholesale customers. The City system consists of 485 miles of water mains, seven pumping stations, and nine storage tanks with 14.5 million gallons of capacity. The existing water distribution system has a capacity of 42 million gallons per day (mgd). The City's water distribution system's total average daily flow is approximately 15 mgd in 2004 with a combined total maximum daily flow of approximately 24 mgd.

The Public Utilities Division is currently in the process of upgrading its pumping station system with a high technology Supervisory Control and Data Acquisition System (SCADA). When completed, the operators will be able to program pumping and distribution operations and visually see the results on a television screen. A remote station for visual observation of tank levels and flow data is also planned for installation within the Public Utilities office.

Along with the proposed control system, the City recently installed a 2.2 million gallon storage standpipe that will increase storage capacity and contribute to more efficient distribution. The Dalecarlia Water Treatment Plant, which supplies the City with finished water, is currently undertaking a project to eliminate discharges of residual treatment solids to the Potomac River and is studying a multimillion dollar high technology renovation program.

The City does not operate sewer treatment facilities, but rather contracts for these services on a yearly basis with Arlington and Fairfax Counties. The City is divided into two sewersheds. Approximately two-thirds of the City is served by the Tripps Run System with treatment facilities located in Alexandria City. The other one-third of the City is served by the Four Mile Run System with treatment facilities located in Arlington County.

In recent years, the cost of sewage treatment has risen dramatically. The cost of chemicals and other operation and maintenance have increased significantly, as well as the cost of meeting EPA requirements to improve the quality of effluent discharge. These costs are reflected in the rates charged for treatment by Arlington and Fairfax Counties. An on-going sewer rehabilitation project is also occurring in the City.

The City's total waste stream is also likely to increase over the next five to ten years. It is anticipated that half of the increase will be realized in recyclable waste and half in refuse. This increase will be due to the City's expected population growth and the growing popularity of commercial products that are disposable or that cannot be repaired.

Solid Waste Management

Since the early 1970s, the City of Falls Church has been a leader in reduction, recycling, and yard waste collection programs. Citizen involvement in the development and promotion of recycling has been key to the program's success. With the establishment of the Recycling and Litter Prevention Council (RLPC) in 1990, citizens began playing a formal role in the acceleration and expansion of the recycling program. Existing programs include the citywide curbside collection of newspaper, magazines, catalogs, mixed paper, corrugated cardboard and paperboard, phone books, glass, cans, plastic bottles, grass clippings and trimmings, leaves, brush, and white goods; drop-off center collection of phone books, newspaper, mixed paper, cardboard and paperboard, glass, cans, plastic bottles; a special collection program for clothing and textiles, computers and electronics, bicycles, and printer cartridges; and office paper recycling at all City offices.

In 2003 the City of Falls Church collected 3,682 tons of recyclables from residential uses and from its drop-off center. This figure does not include the collection of debris that was a result of damage done in Hurricane Isabel. The City is directly responsible for providing collection service to 3,050 residences including single-family homes and townhomes and has contracts with private recycling haulers to service households that receive City refuse service. These contractors presently collect newspaper, mixed paper (magazines, catalogues, and mail for example), corrugated

cardboard, paperboard boxes, phone books, glass bottles and jars, aluminum and steel cans, plastic bottles and jugs. Weekly recycling collection is provided from single 18-gallon plastic bins. In 2003, 55 percent of the residential solid waste stream was recycled and the recycling rate for commercial and residential waste combined was 45 percent. Provision for the recycling of newspaper, glass, and cans is required at all apartment and condominium complexes, but that waste is collected primarily by private haulers.

In 2004 the city adopted a 20-year Solid Waste Management Plan, as required by the Virginia Department of Environmental Quality. To develop the Plan, City staff worked with an Ad Hoc Solid Waste Management Plan Advisory Committee composed of representatives from the City Council, the Environmental Services Council, the Falls Church City Schools, solid waste industry, residents and businesses, and stakeholders throughout the solid waste management system.

After reviewing current waste activities and programs and projecting increases in solid waste generation for the next twenty years, the City identified gaps in the current system. Actions were then explored and selected that will close the service gaps between the current system's capacity and that required in the future. These actions are outlined in the Solid Waste Management Plan. However, the City recognizes that solid waste planning is a continuous process and that City staff will continually need to update and modify the Plan throughout the 20-year planning period.

Falls Church provides a special pick-up service for white goods (appliances) upon request and with a fee. These goods are then transported to Fairfax County for recycling. Household hazardous wastes are disposed of through the Fairfax County Hazardous Waste Disposal Program.

Businesses that have more than 200 employees or that generate more than 100 tons of trash annually are required to recycle. Waste generated by commercial units is collected by private waste haulers. The City of Falls Church has an agreement with Fairfax County to track privately collected commercial and multifamily waste and recycling. As part of the agreement, Falls Church provides public education programs for the business sector.

The City's drop-off recycling center is located on Gordon Road and accepts all the same types of recyclables that are collected at the curbside for residential properties. Numerous area service stations recycle used motor oil for City residents. Special collection events are held each Spring and Fall for clothing and textiles, computers and other electronics, bicycles, printer cartridges, and batteries.

Since the early 1970s, Falls Church has provided leaf and brush pickup for the residents who receive City refuse service. Leaves are collected seasonally, while brush is picked

up during the remainder of the months. Leaves and brush that are collected are ultimately processed as mulch for reuse. There is a fee charged for the collection of all brush that is not tied in bundles that are 5 feet or less in length.

Falls Church initiated a yard debris bag/sticker program for its single-family homes in 1993. Homeowners may purchase a 30 gallon bag (sold by local retailers for 50¢ per bag) and a sticker (50¢ per sticker sold at City Hall, the Community Center, and numerous local stores). The Falls Church Refuse Division picks up these paper bags filled with grass clippings and other yard trimmings for disposal at Fairfax County's I-66 transfer station.

Falls Church has a wide-ranging public education program, which includes a Recycling Hotline; a network of over 120 recycling "block captains" who distribute information to neighbors on a quarterly basis; regular classroom presentations at all City schools; a speakers bureau; articles in the City's weekly "FOCUS" section of the Falls Church News Press, community organization newsletters, the local press; programming on the local cable station; and exhibits at local events.

City of Falls Church government offices recycle mixed paper, cardboard, newspapers, glass, cans, plastic, phone books, and motor oil. In addition, the City regularly purchases recycled content paper products and automotive fluids.

Future Trends and Projections

Greater demands will be placed on the City's governmental and other services during the next 10 years due to population growth and an increase in its commercial customer base. Three new mixed-use development projects have been approved in the Village section of the City and on South Maple Avenue. The City anticipates additional smaller redevelopment projects and a significant mixed-use project in the City Center. Additional residents, employees, and visitors to the City will have an impact on a variety of public services.

The City has analyzed each of these development proposals to ensure that they will be able to meet the demand for public facilities and services created by new residential and commercial projects and will continue to do so. In 2003 a consultant completed a fiscal impact model for the City to evaluate the financial impacts of various development proposals as well as the impacts on the City's facilities and services. This tool has been useful in determining whether proposed projects will be a financial burden or benefit to the City and which services and facilities might require upgrades to accommodate the changes.

It is anticipated that the City's student population will increase by 1.5 to 2.0 percent each year over the next five years, resulting in an additional 22-29 students. The new

middle school will aid in meeting this demand and additions to one other school is being considered.

Demands for library services are likely to increase over the next 10 years. In addition to the traditional services provided to the City's mixed-age residential population, additional demands on library services may be expected from new City businesses. Demographic changes in Falls Church, similar to those in other Northern Virginia jurisdictions, are already bringing additional demands related to changed age distribution and ethnic components of the populations served.

The demand for public safety services will also grow with an increase in residential and commercial-generated population and with increased national public safety efforts. These changes will need to be considered in future public safety staffing decisions.

The 2005 Water System Master Plan, prepared by the City's consultant, estimates an increase in the total maximum water demand throughout the distribution system

to 33 million gallons per day in the year 2030. These estimates are based on population projections in the water service area, which includes significant growth in the Tysons, Vienna, and Merrifield areas.

In terms of solid waste management, the City should strive to continue to improve its excellent program through the implementation of the policies and recommendations in its 2004 20-Year Solid Waste Management Plan. Continued City cooperation in regional solid waste management planning is also an important component of this program.

The City's public facilities, services, and utilities goals and strategies are to be achieved through a variety of means. The goals and strategies within the matrix below describe methods for implementing the suggested changes. The "Required Action" and "Responsible Party(ies)," columns of the matrix provide guidance to the City in areas which will require additional actions or resources to achieve the public facilities and services goals and strategies.

VISION: The City will maintain its public facilities and provide a level of public utilities and services that is sufficient to meet the current and future needs of the greater Falls Church community, and will promote the efficient utilization of all resources. Public facilities will be attractively designed to meet the City's operational goals and community appearance standards, and will be maintained and improved as necessary to provide an appropriate level of service to all residents. Utility systems that meet the current and projected service requirements of the City will be operated and maintained as will obligations to areas outside the City, while considering the efficient utilization of all resources and high quality customer services. The City will maintain an adequate level of police, fire, and rescue services. It will also continue to provide efficient and orderly trash collection from residences and public areas, and develop successful recycling and waste reduction programs. City schools and libraries will continue to provide excellent academic and informational services to residents and the City will continue to improve other governmental services to residents and persons doing business here.

GOAL 1. Ensure that an excellent level of public facilities, utilities, and services are available to meet the needs of the community, while exercising fiscal responsibility.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Perform cost analysis and community needs assessment on City services to determine which are candidates for contracting to other organizations.	In today's economy, contracting certain services to organizations outside of government can be cost-effective. This concept is especially practical in a small jurisdiction where cost-savings due to massive service provisions cannot be achieved. For example, the City provides efficient recycling collection through an outside company at a lower cost than if it had to purchase trucks and hire staff to do the pickups. An outside contractor is also being used to maintain the City's IT system. The potential loss of local government workers, who can be reassigned to other jobs in an emergency and other special situations, must also be factored into this analysis.	Perform a cost-benefit analysis for various City services to determine if outsourcing would result in cost savings without a decrease in the level or quality of service.	City Manager's Office and Financial Services Division
B. Develop performance measures for City services to compare Falls Church's service delivery to those provided in comparable jurisdictions.	One of the best ways for an organization to gauge how it is performing is to compare its efforts and the satisfaction of its customers with similar efforts of competitors or other jurisdictions. This is known as "benchmarking".	Develop a performance rating system for the City's services. Investigate whether other local jurisdictions have such a rating system so that the City can create a comparison to their ratings.	City Manager's Office and Financial Services Division

Strategies	Explanation	Required Actions	Responsible Party(ies)
C. Conduct scheduled reviews of City service offerings to determine if they continue to meet the changing needs of resident and non-resident customers.	It is important for the City to continually review the types of services it is providing to determine if it is meeting the needs of its customers. The City is currently doing this type of review through social services surveys, recreation surveys, library user surveys, surveys of trash and recycling practices, Planning Department development satisfaction surveys, and through the City's general Liaison Action and Suggestion System (CLASS), an interactive web service for citizens.	Continue to perform the reviews that are currently being done.	All City Departments
D. Ensure that the Capital Improvements Program and the operating budget provide sufficient funds to support an appropriate level of maintenance for City facilities and services.	Maintenance of City facilities is especially important, because the costs of upkeep are generally much smaller than the costs of making major repairs or replacement due to the lack of maintenance. Well-maintained public utilities, spaces and streetscapes are also important tools for drawing economic development to an area.	Develop new surveys for city services such as for water service and building permitting service. Perform annual surveys of public facilities to determine if any maintenance is required. Earmark funds in the CIP or budget for maintenance.	Department of Environmental Services and Recreation and Parks Division

GOAL 2. Ensure that new development does not occur at a rate which is faster than the growth of the City's facilities, utilities and services that support the development.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Gauge the potential impacts of new development upon the local economy and public facilities.	The City uses a fiscal impact model that is a comprehensive gauge of the impacts that a proposed development could have on the City. It is used in the analysis of every special exception and rezoning request and provides annual and future net revenue figures related to that project.	Continue to analyze each proposed project utilizing this software and any other tools that will gauge impacts.	Planning Division
B. Continue to negotiate proffers with developers during special exception and rezoning cases.	Funds for capital costs for schools, parks, and public utilities may be voluntarily offered by developers in exchange for being granted different uses, zoning, or greater density within development projects.	Continue these negotiations on all special exception and rezoning cases.	City Manager and Planning Division
C. Continue to require developers to submit traffic impact analysis relative to commercial and mixed-use projects.	These studies are used to determine if the City's roads can handle the increased traffic and offer recommendations for transportation improvements to handle the traffic increases when appropriate.	Continue to require these studies and use the results to make informed transportation planning decisions.	Department of Environmental Services and Planning Division

GOAL 3. Ensure the accessibility and equitable distribution of facilities and services provided throughout the City.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Ensure that all public buildings and facilities are in compliance with the Americans with Disabilities Act (ADA).	This Act requires that all public buildings and facilities provide adequate access to persons with disabilities. The City has made a determined effort to ensure that this access is being provided.	Continue to survey public properties to ensure they are in compliance. Program any necessary improvements into the CIP.	Housing and Human Services and Financial Services Division
B. Ensure that all areas of the City bear both an even benefit and burden of public facilities.	Many public facilities, such as parks and tennis courts, are seen as benefits to those living in a certain area. Other facilities, such as equipment storage areas, can be seen as a burden to residents.	Consider the geographic disbursement of facilities when making decisions about new public facilities.	Planning Division and Recreation and Parks Division

GOAL 4. Maintain and modify public facilities to meet the on-going needs of the public.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Determine whether existing public facilities require renovation, expansion or elimination.	Determine if the City's facilities are capable of meeting the needs of the public and record any necessary upgrades or repairs. Plans for regular maintenance could help to ensure that the work is performed. The City is currently developing a comprehensive maintenance plan for mechanical systems in all public facilities and for the Community Center.	Survey patrons about the adequacy of public facilities. Each Department should review on an annual basis the existing condition and adequacy of the equipment and facilities that it manages. Develop and execute building maintenance plans for all public facilities. Prioritize necessary improvements and repairs and maintenance costs in the annual budget and CIP.	Each City Department
B. Protect the health and safety of City employees and citizens by eliminating or minimizing the use of pesticides, hazardous materials, and building construction materials that produce fumes in all public buildings.	Chemicals are currently used to treat for pests and in cleaning products, and construction work is sometimes done within City buildings without notice to persons within these buildings. Because certain employees and citizens may be sensitive to exposure to these chemicals, the City should, at a minimum, provide advance notice to building occupants of treatments. It would, however, be preferential for the City to consider a reduction of the use of chemical treatments and possible non-chemical alternative treatments whenever possible. An integrated pest management strategy has been implemented by the school system that provides advance notice of pest control measures. This same policy should be applied to all public facilities. Continue to research possible additional parking resources, telecommuting, and pedestrian access.	Provide advance notice to employees of the use of chemicals when the use is necessary. Develop an integrated pest management strategy for the City. Reduce the use of chemicals to treat for pests, cleaning products, and for other purposes and instead use non-chemical alternatives.	Library and City Manager
C. Ensure that all new public facilities and all renovations to existing public facilities reflect the design standards established in the City's Design Guidelines .	The City should be a model for the private sector in reflecting elements discussed within the Design Guidelines.	Provide the Design Guidelines to designers who are hired by the City to develop plans for new facilities or revisions to facilities. Review the draft plans to ensure conformance with the Design Guidelines.	Department of Environmental Services and Planning Division

GOAL 5. Maintain the excellent level of elementary and secondary educational resources and services for which the City is known, while requiring fiscal responsibility and equitable services.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Continue to review population projections for schools to prepare for future demand levels.	The City currently projects school-age population based on historical trends and on a census of school age children taken every three years. This information is very important to the City in preparing for the provision of satisfactory services within the school system in the years to come.	Continue to perform annual projections and tri-annual censuses. Use the City's fiscal impact model for development proposals to aid in overall enrollment projections Consider performing censuses more often than every three years.	School Board and Staff
B. Maintain the current educational infrastructure.	The maintenance of the three school buildings and associated facilities is primary to the provision of excellent school services within the City. In addition, a new middle school will be completed in 2005 and plans are being reviewed for possible future additions to existing school facilities.	Annually review the adequacy of existing school facilities for the next five years.	School Board and Staff
C. Implement strategies developed by the School Board's Strategic Plan Committee.	The 2000 Plan contains five primary goals with numerous objectives, most of which are already being met fully or to some degree. These goals and objectives should continue to be implemented to the fullest extent possible.	Review this plan on an annual basis.	School Board and Staff

GOAL 6. Strengthen the school system's role and involvement with the community.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Increase the community's participation in the school system through activities, services, and educational experiences.	The FCCPS Office of Community Education and the Department of Recreation and Parks coordinate offerings of workshops, courses and field trips to meet the interests and needs of City residents. These courses are currently taught at the City's schools and Community Center.	Offer a wide spectrum of interesting and helpful community education courses through the UVA/Virginia Tech Graduate Center. Expand the advertising of continuing education opportunities.	School Staff and Department of Recreation and Parks

GOAL 7. Continue to provide superior public library services responsive to the educational, informational, recreational, and cultural needs of all residents of the City.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Continually assess the services and collections that the library offers.	Library services and collections are continually evaluated, both formally and informally, by the Library Board of Trustees and the library staff. Considerations affecting the current plan (2003-2008) include the impact of technology; ongoing collection assessment; the effect of demographic changes; the need for outreach programs; the need to provide information helpful to local businesses; trends in public library service and the society at large; and the means to provide them in a time of tight budgets.	Perform an annual assessment of the collections and services.	Library
B. Continue to evaluate what technology is appropriate for the library.	In recent years technology has impacted many aspects of patron services and general library operation. This can be expected to continue for the indefinite future. Because technology is expensive, its costs must be taken into consideration when annual budgets and future overall goals are being set.	Annually evaluate technology needs. Implement the appropriate technologies within the library's budget and overall goals. Provide a coordination mechanism to relate to City and School Board uses of new technologies.	Library and School Board

Strategies	Explanation	Required Actions	Responsible Party(ies)
C. Organize the library facility to best meet the needs of patrons.	The library strives to maintain the highest level of service by evaluating and adjusting its internal layout and organization as necessary, and by maintaining the facility in the best possible physical condition. Technology upgrades may result in other adjustments to the facility's floor plan.	Annually review the layout and facility maintenance issues.	Library Board
D. Continue regional networking, reciprocal agreements, and resource sharing.	Area libraries have long had a reciprocal borrowing agreement. This allows city residents to use the library services of other area jurisdictions and their residents to use ours. The library continues to participate in and support those cooperative efforts that make more resources available to library patrons in an effective manner.	Modify these programs as appropriate.	Library
E. Provide safe and convenient access and parking for the library facility.	For a number of years, the Library Board and various citizens have complained about the lack of parking facilities associated with the library.	Continue to research possible additional on- and off-street parking resources and pedestrian access.	Library and City Manager

GOAL 8. Continue to provide high quality police, fire, and emergency medical service to the City.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Continue to provide protection in parks and on trails.	Parks and trails, although thought of as serene places, can be the locations of criminal activities. Falls Church City, Arlington and Fairfax Counties have bicycle police patrols that travel the W&OD Trail, and the Falls Church Police Department regularly patrols the City's parks.	Continue policing public parks and trails. Increase the policing of neighborhood parks to discourage graffiti and the destruction of park equipment.	Police Department
B. Maintain a cooperative system with Arlington County for fire and rescue services as long as it is advantageous to the City.	The City currently provides some fire and rescue service to Arlington on a reciprocal basis. This is advantageous to the City, especially in the case of large emergencies, when the City might not have enough staffing to control the situation.	Perform annual analysis of efficiency and functionality of this arrangement.	Police Department, City Manager, and Volunteer Fire Fighters.
C. Ensure an adequate level of funding for Police and Fire Departments to meet their mission and goals.	Consideration should be given to funding currently authorized positions in the Police Department. In addition, a long-term program should be developed to alleviate crowded conditions in the Police Department.	Continue to look for solutions to gain space for the Police Department.	City Manager and Police Department
D. Continue to engage in emergency operations planning.	The City has undertaken a variety of emergency operations planning activities and will continue to do so. The Community Center has been designated as an emergency shelter and a document titled City of Falls Church, Virginia 2004 Emergency Operations Plan has been developed.	Develop a local disaster-response exercise. Participate in disaster-response exercises at the regional level. Participate in the Council of Government's proposed RICCIS (Regional Information and Communications Center System) with the other COG jurisdictions. Annually review the City's emergency operations plan and update as needed.	Police Department, Sheriff's Department, Volunteer Firefighters

GOAL 9. Educate City residents about safety.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Continue to create and distribute information to inform residents and workers of steps that they can take to improve personal and property safety.	The public can do many things to improve their personal safety and that of their homes and possessions. The Falls Church Police Department currently offers safety courses to interested individuals.	Provide this type of education through cable television programs, the City's website, articles in FOCUS, the City's phone hotline, town meetings, the Fire Station Open house program and something similar for the Police Department, and public outreach at large public gatherings such as Memorial Day, and to the students through the schools.	Police Department and Sheriff's Department

GOAL 10. Ensure the most cost-efficient and effective management of the water, storm, sanitary sewer, and utilities to meet the current and future demands of the City's residents and businesses.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Continue to explore options to increase the use of technology infrastructure in operating and delivering the City's utility services	The Public Utilities Division is constantly exploring methods for using technologically advanced equipment and methods to provide the City with sewer and water services. One example of this is that the Department will upgrade its distribution system in 2006 with a high technology Supervisory Control and Data Acquisition System (SCADA) to monitor tank levels and program pumping operations from within the Control Center.	Continue to research other technologically advanced methods for providing better services through written material and through communications with other jurisdictions.	Department of Environmental Services
B. Initiate and complete Capital Improvement Projects (CIP) as scheduled.	It is important that the City implements CIP projects at the time that they are scheduled and uses the funds when planned. If this does not occur, funding may no longer be available.	Monitor CIP projects to ensure that they are being implemented on schedule.	City Manager, Financial Services Division, Department of Environmental Services
C. Review utility operational policies and procedures and revise as needed to respond to an increased need for infrastructure security.	Recent threats to the security of public utilities has required the City to review its security policies, particularly regarding the safety of its water supply. This type of analysis has occurred and some improvements are planned.	Continue to monitor possible security threats to the water system. Implement any necessary security measures at facilities. Fund needed improvements through the CIP.	Department of Environmental Services, City Manager, and Financial Services Division
D. Perform research on the City's ability to provide additional infrastructure services, such as telecommunications.	It is possible that jurisdictions will be able to supply their own infrastructure services.	Monitor and advocate as needed state laws and regulations that would enable the City to provide such services. Analyze the costs of benefits of providing these services.	City Manager and Department of Environmental Services
E. Implement the recommendations of the City's Watershed Management Plan and goals from the National Pollutant Discharge Elimination System (NPDES) program.	This plan and set of goals contain many important strategies for reducing the pollutant load in our local waterways and reducing the burden on the city's stormwater system.	Program these improvements through the CIP and budget and utilize NPDES funds as possible.	Department of Environmental Services

GOAL 11. Ensure that the placement of public facilities and utilities does not detract from the aesthetic quality of the City or the natural environment.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Continue to place utilities underground whenever possible.	Overhead electrical and telephone wires often interfere with the visual quality of streetscapes. Undergrounding utilities provides additional safety to communities; reduces the chances of interference with utility lines that are subject to wind and tree damage when above ground; improves aesthetics, and reduces the need to annually prune trees beneath the wires in an unnatural way.	Continue to require new utility lines to be placed underground. Continue to negotiate with developers for proffers to place existing lines underground.	Department of Environmental Services, City Manager, and Planning Division
B. Ensure that the placement of public utilities does not disrupt, displace, or destroy the natural environment including trees, streams, etc.	Sewer and water lines, for example, should not be located in streambeds, which are environmentally sensitive features. Digging near tree roots is sometimes required to bury utility lines, and the placement of overhead wires can also require the periodic trimming of tree branches, often without regard for the health or structural strength of the tree.	Continue to review the placement and replacement of utilities to ensure environmental compatibility.	Department of Environmental Services and Planning Division

GOAL 12. Develop and maintain a secure, cost-effective, environmentally sound, and resource-efficient solid waste management program.

Strategies	Explanation	Required Actions	Responsible Party(ies)
A. Implement the City's Solid Waste Management Plan.	In 2004 the City adopted a Solid Waste Management Plan that outlines the City's objectives and strategic vision for its integrated solid waste management system over the next twenty years. The plan addresses source reduction, reuse, recycling, collection, transfer, and disposal of all solid waste generated in the City, including residential, commercial, and institutional sectors.	Implement Chapter 11 (Actions and Implementation Plan) of the City of Falls Church Solid Waste Management Plan, which includes the following actions: <ul style="list-style-type: none"> - Increase public outreach and education. - Increase business recycling by reducing commercial recycling thresholds. - Implement a Pay-As-You Throw system. - Expand recyclables collected at multifamily residences. - Continue using the current disposal system. - Establish a household hazardous waste collection program in the City. 	Department of Environmental Services